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14 July 1966

MEMORANDUM FOR: Director of Personnel

THROUGH : Deputy Director of Personnel for Research and Planning

SUBJECT : Statements of Accomplishments of the Plans and Review Staff for  
FY-'66 and its Plans and Objectives for FY-'67 and FY-'68

REFERENCE : Memo dtd 30 June 66 to PRS fr ExO-D/Pers, same subject

1. GENERAL

a. In July 1965, the professional staff of the Plans and Review Staff was depleted by transfers and reassignments. This situation persisted throughout the first quarter, FY-'66, after which a modest rebuilding effort took place with the naming of a Chief on 20 September 1965.

b. During this fiscal year, an abrupt change in direction in Agency personnel administration and management occurred. In FY-'64 and '65, the Office of Personnel was heavily engaged in various manpower problems resulting from reduced personnel ceiling, average grade and average salary restrictions. During FY-'66, the problem shifted suddenly and unexpectedly to the opposite direction and became one of ceiling increases, manpower shortages and increased recruitment effort throughout the Agency. The result was an almost classical accordion effect whereby a retrenched staff was faced with an expanding requirement, particularly in the planning and forecasting areas so that support offices dealing with personnel would have some guide in gearing up their efforts to meet the new and undefined situation.

2. RECORD OF ACCOMPLISHMENTS

a. Personnel Planning - The most important, single accomplishment during FY-'66 was the development of a 'modus operandi' for personnel planning and forecasting. Building on the basic foundation developed by previous efforts of PRS and in conjunction with PPB and SPA-DDS, a series of personnel forecasts were instituted and coordinated with the PPB budget and program planning cycle. These forecasts established an official estimate to be used by the support offices in their workload planning and as a guide to the scope and pace of the recruitment effort required to replace losses and reach planned employment levels. This accomplishment also made it possible to integrate the Office of Personnel budget planning with the Agency manpower planning as determined by the program authorities.

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**Approved For Release 2001/03/04 : CIA-RDP80-01826R000200100019-3**

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c. Liaison - Liaison arrangements were re-established with the Policy Planning Staff of the Director General of the Foreign Service and with the appropriate staff elements in the CSC. As a result, it was possible to secure, during the year, current information and positions of the State Department on topics such as home leave limitations, rotation of hardship posts, interchange agreement with the CSC, and Agency access to the Foreign Service Officers' examining and selection process. In the case of the CSC, information was secured on their progress in the development of Inter-Agency Boards throughout the United States designed to accomplish the examining function for the competitive service and to furnish the public a one-stop Federal employment service and a recommendation prepared on Agency participation. Answers were prepared (with the cooperation of OCS/DDS&T and other appropriate components) to the CSC questionnaire on extra shift operation of computers in November 1965. Ad hoc arrangements were made with the Bureau of Naval Personnel to secure lists of photo-intelligence naval personnel being separated, and a mechanism for referral of prospects by the Special Security Detachment, Department of the Army was also established.

d. Special Studies were undertaken in the area of Overseas Experience of DDI Personnel involving interchange with the DDP and in the Recording of Overseas Time of Agency employees. Quarterly Studies in the area of Minority Group Employment and the Status of Women were maintained. Progress of Career Trainees in the Agency was charted and a 10-year forecast of personnel obtaining eligibility under the various retirement programs was produced.

e. ADP - The detail of two professional officers to the Support Systems Group, as recommended by the Records Task Force, was continued throughout the year. This arrangement will, undoubtedly, persist throughout the FY-'67 period. A detailed study of management control information for computer application was developed. The personnel planning effort also involved the machine application of experience factors for attrition, reassignment, and promotion, which were incorporated into and formed the basis for the personnel forecast.

f. Administration - As the year closed, the staff had been rebuilt to the extent of assignment of a Chief and Deputy Chief who, with the one professional statistician left from the retrenchment of FY-'65, were doing the planning work. The Regulations function was being carried by one professional officer who, unfortunately, was being transferred as the year closed, leaving the staff without continuity in this area.

### 3. OBJECTIVES FOR FY-1967 and 1968

a. Major emphasis will continue to be placed on the development of the personnel planning and forecasting system. The individual component plans,

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which represent the underpinning for the general long-range forecasts, must be worked out if we are to anticipate program changes and take into consideration internal shifts and changes in the offices and divisions resulting from transfers, separations and promotions. These plans, which are based on organizational components, must be translated into Career Service terms. There are about 35 component plans to be developed and kept current. The Personnel Forecasts Report must be issued on a quarterly basis to reflect current developments and permit progress to be charted against plans. Thus, it does not appear that the staff will be able to emerge from the planning aspects of its responsibilities during these fiscal years. Therefore, the review of policies and regulations will be maintained on a low key basis -- sufficient to keep abreast of the day-to-day workload without initiating special studies and reviews.

b. Administratively, it is hoped that minimum staffing can be accomplished during FY-'67. If we can develop three teams consisting of a professional and a research assistant who, hopefully, can carry the planning workload for DD/S&T, DDI and DDS, respectively, then the Chief and Deputy Chief can share the DDP coverage. The balance of the present staff will be fully employed in staying ahead of the flow of the special studies, policy and regulation review, and other miscellaneous assignments which represent the daily grist.



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Chief, Plans and Review Staff  
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